

Future PM Challenges

How are we preparing our PMs?

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Two Questions

- 1. What are the most critical PM management challenges in the 21st Century?**
- 2. Are we preparing our PMs to meet these challenges?**

1. What are the most critical PM management challenges in the 21st Century?

- You are the experts
- “Brainstorm” list of current PM management (and leadership) challenges
- Pick your “top five”
- Select spokesperson to report your findings

2. Are we preparing our PMs to meet these challenges?

Three Areas of Preparation

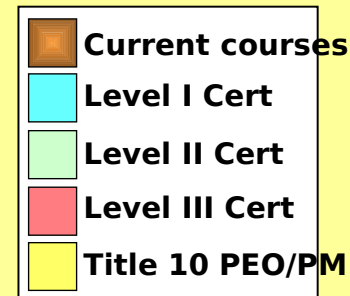
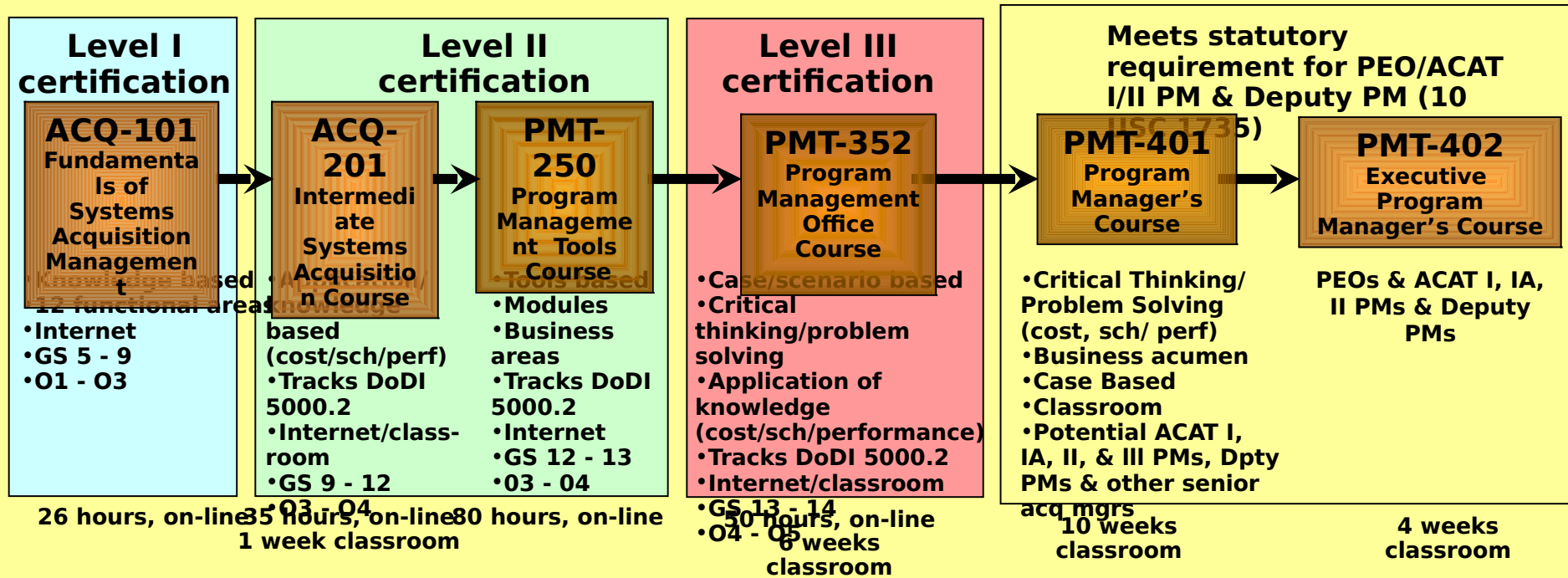
A. Education

B. Training

C. Experience

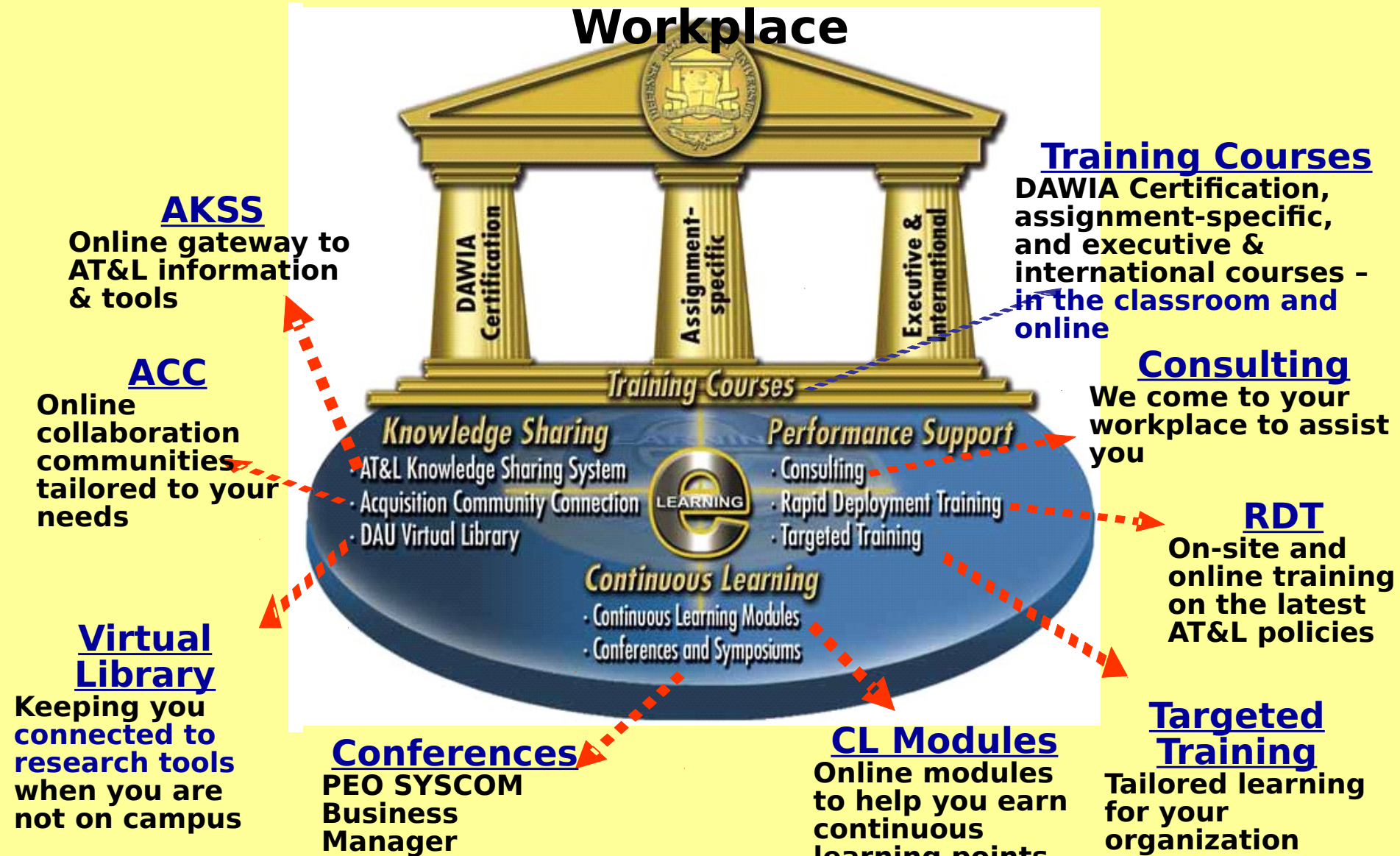
B. Training

DAU PM Career Track



AT&L Performance Learning Model

24/7 Learning Assets for the Classroom and the Workplace



“DAU is one institution that touches nearly every member of the workforce throughout all stages of their professional careers. This is where we revitalize our workforce, while ensuring it has the training it needs to make smart business decisions and deliver for the warfighter.”

Mike Wynne

C. Experience

What do you need?

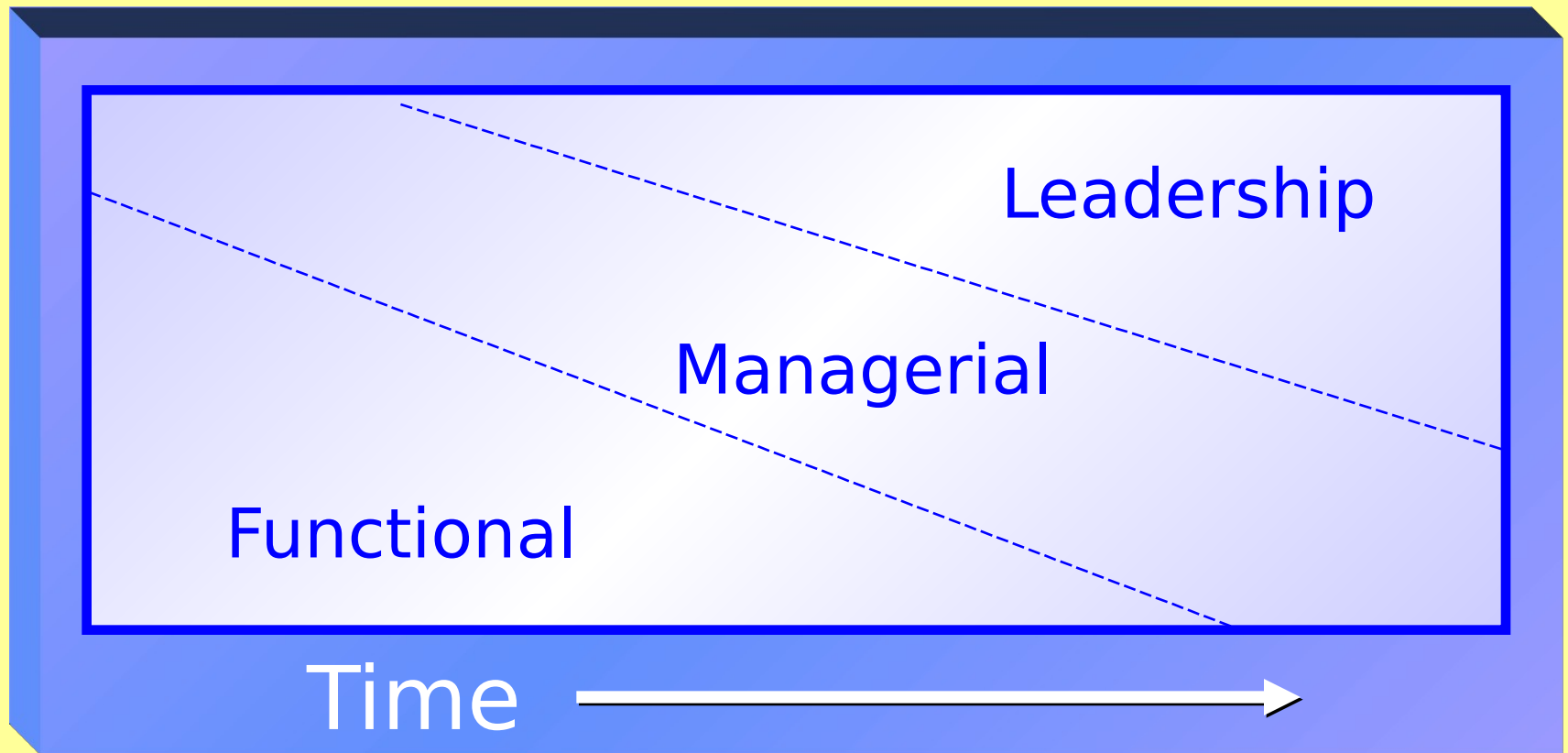
- Technical
 - Business
 - Operational
 - Industry
 - _____
 - _____
- Leadership
 - Management
 - Political
 - International
 - _____
 - _____

***It depends on your
role!***

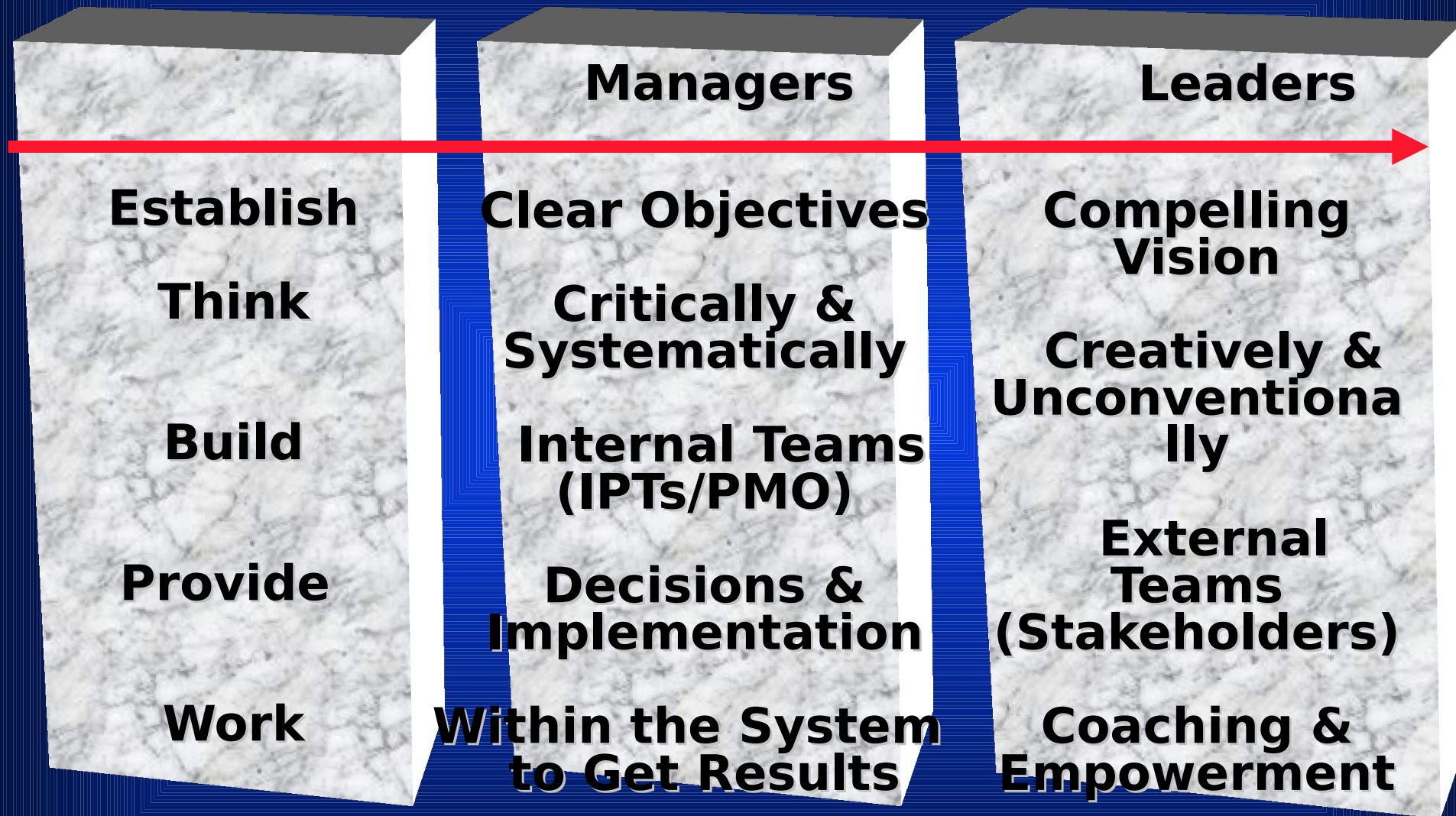
***What role will give
your program the
best chance to
succeed?***

PROGRAM MANAGEMENT CAREER

Balance of Expertise



Managers versus Leaders



Successful PMs must be both Managers and Leaders!

The Ideal Program Manager

Leadership Exercise*

Student

Importance Ratings

Groups

Communication 224

Vision/Strategy 203

Delegation/Empowerment 151

Integrity 128

People Skills 111

Competence/Expertise 95

Team Building 88

360 Feedback**

Category
Ranking

High

Low

Low

High

High

High

Medium

*1,966 students in **326 student groups**

**7,796 APMC students

CAREER DEVELOPMENT

Most Learning Takes Place On the Job

- **Challenging Assignments (48%)**
 - **Start-up**
 - **Fix it**
 - **Project/Task Force**
 - **Line to Staff**
- **Significant Others (18%)**
 - **Mentors/Role Models**
 - **Values Playing Out**
- **Hardships (17%)**
 - **Business Failures/Mistakes**
 - **Missed Job Opportunities**
 - **Subordinate Performance Problems**
 - **Career Change**
- **Other Events (17%)**
 - **Training**
 - **Early Work Experience**
 - **Purely Personal**

Center for Creative Leadership Study of 191 Executives (616 Events and 15

Experiential Learning Cycle

Experience Doing Your Job

(briefing, meeting, interaction)

Apply

- How can I put what I've learned to work?
- What do I need to do

differently?

Generalize

- How does this relate?
- What else works this way?
- What else could work this way?

Analyze

- What happened?
 - What worked?
- Why?
- What didn't?
- Why?

Build Your PM Leadership and Management Capability

- Make your program office into a “learning organization”
- Create your own self-development plan
- Build your external network and use it
- Find a mentor / Be a mentor
- Embrace change and make it work for you
- Be open to nontraditional strategies
- Choose the right role to make you and your program successful

DAU Mission: *We're Here to Support You*

Provide practitioner training, career management, and services to enable the AT&L community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

- We **train** the AT&L Workforce through certification and assignment-specific courses
- We promote **career-long learning** through our Continuous Learning Center
- We offer **performance support** to the AT&L Workforce through consulting, Rapid Deployment Training, and targeted training
- We facilitate **knowledge sharing** through online resources and

